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The survey of affecting Factors on knowledge management (Case Study: Municipality of the city of Rasht in Iran)

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Abstract

The main objective of this study was to evaluate the affecting factors on knowledge management in the Municipality of the city of Rasht in Iran. This study is an applied one and in terms of research methods, is a descriptive study (survey- analytic) and the study population consisted of 2191 people is a sample of 327 people are using the Morgan table. To ensure reliability of the questionnaire Collecting data for this study, researchers used self-designed questionnaire Initially, 45 questionnaires were tested before and after to ensure high reliability of the questionnaire was distributed questionnaires After collecting data using SPSS software in both descriptive and inferential statistics have been analyzed The descriptive statistical data using mean and variance of the data using inferential statistics Pearson correlation and multiple regression with the Enter method, the data have been analyzed. Hypothesis testing results indicate that between organizational structure, information technology, organizational culture, human resources, training and retraining of staff and knowledge management in the municipality of Rasht city has a significant relationship.

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1. Introduction

In recent years there has been a growth in the amount of research on the impact of knowledge management on performance in the public sector [20]. To develop, manage and exploit organizational knowledge requires behaviors we can refer to as knowledge management competencies. They are fundamental to innovation, enabling it to survive competitively and to grow [21]. Knowledge has been recognized as an important source of competitive advantage and value creation The concept of knowledge within knowledge management can be seen as both an object and a process. Knowledge as an object is active information which can be acted upon to generate value, whereas knowledge as a process involves the identification, dissemination and organization of this knowledge to generate value in the achievement of the organization's objectives Knowledge management describes the strategies and processes of acquiring, converting, applying, and protecting knowledge to improve a firm's competitiveness The

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growing importance of knowledge as a critical resource has encouraged all organizations in the public sector and private sector to pay greater attention to knowledge management and large organizations around the world have implemented knowledge management strategies, policies, and programs[22]. Now the important and crucial role in knowledge management is responsible for managing the world economy; this led to many management experts, given the progress that was achieved in information technology, Knowledge management capabilities in order to attempt to develop competitive success [1]. Due to the rapid interest and knowledge management in different countries and industries In academic research and scientific circles is growing. That knowledge management has a key role in many organizations. Knowledge management solutions causes Organizational knowledge in all parts of the organization to play well and be used. [2] Aflatoon was the first time in 1953, defined the concept of knowledge that can be proven true. In this definition, knowledge is what individuals, based on density-organized and meaningful information through experience, Communication, or inference, they believe and value of knowledge management lies in the minds of people trying to discover assets and organizational assets into this hidden treasure to know, So that a wide range of people who are involved in company decisions Access to the wealth and be able to use it. Gupta and Daniel McCarthy believe that two aspects of knowledge management and knowledge management is the ability to create new knowledge[3]. Wide range of factors that can affect successful implementation of KM can be seen in the literature. For example, cultural factors, information technology and leadership as important considerations in implementing knowledge management are discussed. However, no systematic work on identifying coherent sets of main factors of success For implementing knowledge management in small and medium organizations cannot be seen[4]. In recent years, various organizations and companies Have begin to join the knowledge and new concepts such as knowledge work, Knowledge work, knowledge management and knowledge organization, announced the finding of this process are. Peter Drucker, the news of applying these words to create new types of organizations that are the rule rather than the power of mind power arm. Based on this theory in the future Communities can be expected to develop and progress, which have more knowledge. The enjoyment of natural resources cannot be as important knowledge. Knowledge of the capabilities that can be achieved, a small force to make great power . Knowledge management effort, called the new era of knowledge To protect, guide and enhance the organization's knowledge assets and Targeted refers to the best and most profitable investment in science to bring rain. Knowledge management is a process that helps organizations to find important information, selecting, organizing, and are released. Knowledge management is a specialized activity such as problem solving, dynamic learning, strategic planning and decision making is essential[5]. Keskin knowledge management strategies in 2005, into two main categories The hidden knowledge into explicit knowledge and attention to that It was based on features and specifications of knowledge and The relationship between knowledge management strategies and performance of the organization will be cautious. Hidden knowledge is personal knowledge that the person has a brain and think for a split, And associated transmission from one person to another person is faced with hardship, While explicit knowledge is defined as a knowledge encoded Commonly used forms and documents will be published. He concluded that a positive effect on organizational performance and knowledge management strategies The effect of adopting a strategy based on explicit knowledge of the strategy is based on hidden knowledge[6]. PhD thesis Halawy the issue as "the success of knowledge management systems in knowledge-based organization" has done in 2005, The purpose of this research is to develop a model that can To measure the success of the organization's knowledge management, knowledge-based systems to be used, respectively. Successful knowledge management system with variables: system quality, student quality, service quality, willingness to use and user satisfaction was the success of knowledge management, systems are measured. Results showed that this model has potential application in future studies of knowledge management systems[7]. ward in the thread titled "Executive Decision to approve the application of knowledge management in a military environment" in 2006 showed that Innovation and knowledge management, knowledge management does not manage directly. Instead, innovation, knowledge management Internal and external environment and the ability of organizations to encourage the dissemination of information in creating new knowledge is Provide decision makers with effective knowledge management [8]. The proposed site is characterized by knowledge management plays a key role in the success of organizations and Consistent with environmental organizations today finds themselves compelled to make this not happen unless the shadow of a knowledge based organization. In this study we investigated the effect of each of the factors influencing Knowledge management in the municipality is the city of Rasht. Rasht is one of the metropolises of Iran. The high population density in the City and so Many educated people place in its . Rasht is attracting many

travelers from different cities, due to good weather. The city's municipal complex and also due to high population, has been selected as the study population.

2. Statement of Problem

KM and its implications are frequently discussed at seminars and conferences. The number of companies claiming to work with knowledge management is growing steadily. Several surveys have been conducted to determine how many organizations are working or planning to work with KM. A recurrent problem with these studies is that the concepts (e.g. the use of KM) are seldom defined. This uncertainty has made it difficult to draw the desired inferences from the results of these studies. The surveys are attempts to either implement KM strategies or implement measurement systems on how to measure different intangible assets, or a combination of both [16]. Everybody discusses knowledge management, but how can it be used and how can we successfully apply it? This question from a company representative has its roots in a practical problem experienced by many organizations that are seeking to understand and deploy knowledge management (KM) for their business. Knowledge management has generated a lot of interest within the last years. In the strategic management literature, the knowledge-based view of the firm shifts the focus on the resource knowledge and proposes that knowledge is the most important resource in creating a sustainable competitive advantage. However, not all knowledge management activities have been shown to positively influence business performance or to result in a competitive advantage. Many parameters and their interactions need to be considered for the successful application of knowledge management initiatives in an organization. For example, different knowledge management strategies and practices were proposed to be adequate for different types of knowledge. [17] In the new age of knowledge management, change management has developed dramatically in the discussions. KM seeks to capture the knowledge, wisdom and experience of staff and implementation of value-added, knowledge retrieval and storage, as assets of the organization. Therefore, management must be based on superior knowledge in all important decisions more rational and improved knowledge-based functions to find. The concept of knowledge management is considered more important than knowledge itself is mainly composed of organizations looking to how to convert information into knowledge and knowledge of individual and organizational and individual and team skills to explain and clarify [9]. Although it is important for an organization to identify the benefits of a KMS, it is also important to identify the drawbacks of other types of systems. As a dramatic example, it is worth remembering the lack of knowledge transfer between the development and the operational teams that in the past has led to many mission failures. [19] Although currently many organizations at different levels of investment in knowledge development and have been successful, but organizations Many have also failed. Lack of appropriate mechanisms to evaluate and implement knowledge management, this type of investment managers in the mind alone has become an additional cost. The environmental organizations to share, knowledge transfer and interaction among its members to create Interaction of individuals in order to teach the concept and creation Migration and the underlying factors for knowledge management in organization endeavor [10]. Successful organizations are those that know their personnel to transform their organizational ability. Despite the large investment firms and organizations that For the exploitation of knowledge created in their own organizations, Is not achieved much success for them and Staggering investment of hardware and software for knowledge management is done, the result is not expected to load [11,12]. The main problem is this: Evaluation of factors affecting knowledge management in the municipality is the city of Rasht.

3. The necessity and importance of research

In tomorrow's world knowledge is power and this power source, which is regarded as essential for the organization. Therefore, this resource should be managed like other resources. Therefore, this new category, as management and organization of knowledge in the management literature has been shaped. As a new philosophy of management is considered by many organizations. Knowledge management process of discovering, acquiring, developing, creating, sharing, maintenance, evaluation and application of appropriate knowledge at the right time. By the appropriate person in the organization through The link between human resources, ICT and an appropriate structure to achieve organizational objectives are carried out. From an organizational perspective, individual learning and learning through direct communication, a very important factor in success is organization and

creativity, Is an essential tool in this regard. The knowledge management on future directions and strategies of the direct effects of puts and Knowledge as an intangible asset associated with the strategy, innovation and capital can be used to study and deliberation[13]. Research has shown that successful organizations productivity, profitability, rapid response to customer requirements, reduce costs, and finally Quality, it is not capital firms, have more machinery and manpower. As Peter Drucker says, is the successful organizations are those that have more available manpower and knowledge of human resources To overcome the competitive environment and business use Variable[14]. Lopez argues that the organizational forms of knowledge and capabilities are strategic assets that Long-term goals of the organization as competitive and environmental requirements and improve their strategic application in dynamic environments. Mental knowledge conversion (tacit) knowledge of official records (explicit), one of the key objectives of knowledge management that reduces Risk of loss of valuable knowledge through the organization Employees and reduce the risk of memory loss, loss of manpower when adjustment is[15]. In today's competitive environment, organizations need to have the entire knowledge of the past, is highly significant. Unpredictable nature of imitation, being rare, valuable and irreplaceable nature of these properties has a significant knowledge; With the approaches and concepts such as knowledge management, intellectual, intangible assets, knowledge-oriented perspective to the organization, and the multiplicity Academic research and administration staff, all indicate the importance of knowledge resources in organizations are growing.

4. The research objectives

The main objective of this study was to evaluate the effect of each of the factors affecting the establishment Knowledge management in the municipality is the city of Rasht. And secondary objectives of this research include:

- 1 - assessing the impact of IT on knowledge management in the municipality of the city of Rasht
- 2 - Identify the factors affecting knowledge management in municipalities
- 3 - Changing the attitudes of managers towards KM
- 4 - assessing the impact of organizational structure on knowledge management in the municipality of the city of Rasht

5. Conceptual model of research

The key elements of knowledge management, including creation, organization, sharing and utilization are now well established .[18] The Department of the Navy (DON), which has been a pioneer in knowledge integration practice, defines knowledge management as a process for optimizing the effective application of intellectual capital to achieve organizational objectives. This is built on intellectual capital, which includes human capital, social capital and corporate capital. The DON CIO developed the Knowledge Centric Organization (KCO) framework to assist Navy and Marine organizations to support the implementation of KM within their organizations. The KCO has five dimensions: 1. technology; 2. process; 3. content; 4. culture; and 5. learning.[20]What makes the success of knowledge management in organizations is Important questions that researchers have been engaged to manage. They study issues such as organizational structure, information technology; organizational relationships have been with the external environment. Various studies have been done by researchers in management, factors such as organizational structure, information technology, external environment have been studied, Although some research that has been an important factor in organizational culture is For this reason, on all aspects of organizational culture is influenced, Based on shared beliefs and p exchange, the organization empowers individual behavior and attitudes, Motivation and job satisfaction and commitment levels of human resources, systems design and organizational structure, setting goals, formulating and implementing policies, strategies and ... Affects. [5] Information technology, organizational culture, human resources, organizational structure, training and retraining, are important components that can play an important role in knowledge management . Given the high cost of the items have been

mentioned in several of their importance in relation to knowledge management. According to the literature and theoretical study of the conceptual model to be raised as follows

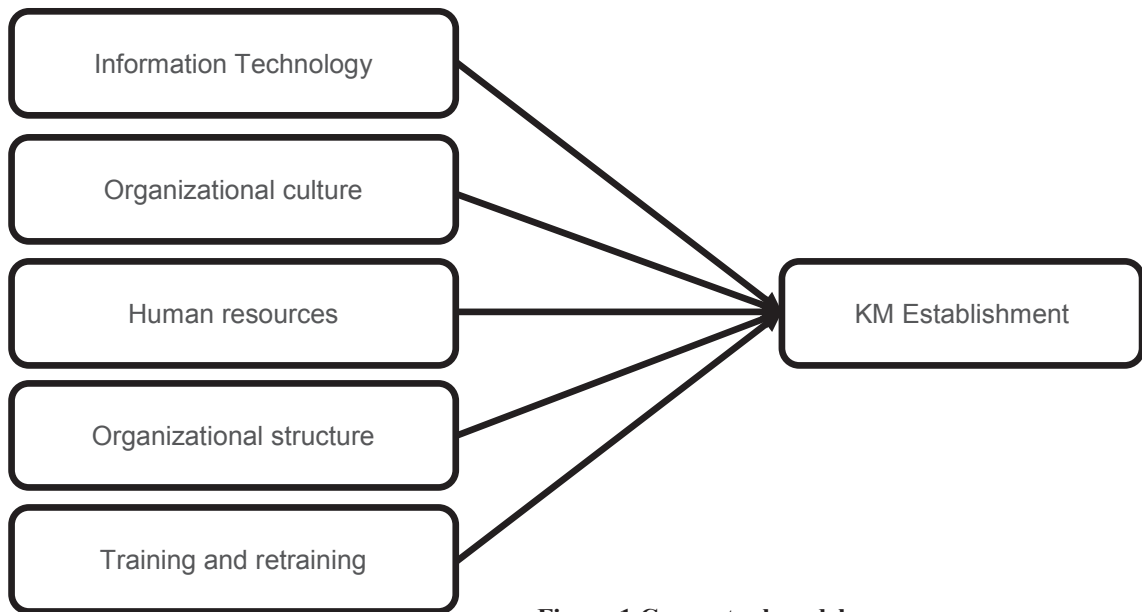


Figure 1 Conceptual model

6. Hypotheses of research

The conceptual model of the following assumptions is made that:

- 1 - between information technology and knowledge management in Rasht city municipalities have a meaningful relationship.
- 2 - between organizational culture and knowledge management in Rasht city municipalities have a meaningful relationship.
- 3 - between human resources and knowledge management, city of Rasht in the municipality have a meaningful relationship.
- 4 - between The organizational structure and knowledge management in Rasht city municipalities have a meaningful relationship.
- 5 - between education and training and knowledge management in Rasht city municipalities have a meaningful relationship.

7. Research method and statistical society

this study, the goal is practical in terms of research methods, is survey research, descriptive - analytic. In addition to describing the present situation, to test hypotheses based on predicted relationships and looking for deals Determine the influence of variables and the regression method is inferential statistics. . In addition to these results it

can be expected to improve Performance of municipalities and government organizations and government agencies in particular to the type of application is used. The study population included all employees of the city of Rasht Municipality are set. The total number of employees is set out in 2191 in Rasht city municipalities And given the limited population and it is Morgan has been used to determine sample size of the table for the number of 2191 cases, sample size is 327 people. And 410 questionnaires were distributed to ensure the return rate of questionnaires A total of 388 questionnaires were collected and analyzed. The questionnaire used for this study is a researcher made questionnaire. To ensure reliability of the questionnaire, 45 questionnaires were tested before and after it was found that the Cronbach (0.995)The question of reliability is high. In Table 1 are given alpha level.

8. Test of hypotheses

To test this hypothesis, Spss16 software is used in both descriptive and inferential statistics. The descriptive statistical data using mean, standard deviation, variance, maximum and minimum values and the Descriptive statistical data using Pearson correlation and multiple regression analysis with enter method of data have been analyzed.

Table 1 Results of descriptive statistics

Descriptive Statistics								
	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Information Technology	388	1.00	5.00	2.7427	.88477	.783	.380	.124
Organizational culture	388	1.00	5.00	2.7745	1.09698	1.203	.189	.124
Human resources	388	1.00	5.00	2.5921	1.19473	1.427	.432	.124
Training and retraining	388	1.00	5.00	2.7848	1.04115	1.084	.078	.124
Organizational structure	388	1.00	5.00	2.5784	1.12291	1.261	.255	.124
Valid N (listwise)	388							

According to the average obtained in Table 1 indicate that the highest value obtained for the variables that influence the deployment of knowledge management on Municipalities of the city of Rasht 5 and the lowest is 1. And also obtained using the mean (Information Technology 2/7427, organizational culture, 2/7745, human resources 2/5921, Education and training 2/7848, the organizational structure of the 2/5784) is characterized by the All variables have earned lower averages. Given the average obtained can be concluded that KM is the collection of municipality of Rasht city is low. And do more things are done traditionally. Therefore, in order to promote better management of knowledge workers and To familiarize them with the methodology and new methods of knowledge management is a step. To be able to coordinate with environmental organizations on time .

Table (2) The results of the Pearson correlation coefficient

Correlations							
		Organizational structure	IT	Organizational culture	Human resources	Training and retraining	KM
Organizational structure	Pearson Correlation	1	.981**	.986**	.992**	.969**	.989**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	388	388	388	388	388	388
IT	Pearson Correlation	.981**	1	.972**	.980**	.965**	.968**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	388	388	388	388	388	388
Organizational culture	Pearson Correlation	.986**	.972**	1	.982**	.985**	.987**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	388	388	388	388	388	388

Human resources	Pearson Correlation	.992**	.980**	.982**	1	.965**	.983**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	388	388	388	388	388	388
Training and retraining	Pearson Correlation	.969**	.965**	.985**	.965**	1	.966**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	388	388	388	388	388	388
KM	Pearson Correlation	.989**	.968**	.987**	.983**	.966**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	388	388	388	388	388	388

** . Correlation is significant at the 0.01 level (2-tailed).

The results of the Pearson correlation coefficient in Table 2 show the relationship of each independent variable with each other and also with the dependent variables is knowledge management. And the effect of each independent variable (organizational structure /989, Information Technology /968, Organizational Culture /987, human resources /983, training and retraining /966) is that Shows the relationship of each dependent variable are independent variables. And considering all the variables equal to the amount obtained in sig / 000 is considered the alpha / 05 is smaller Can be concluded that all the assumptions in the alpha / 01 are significant. It can be said with 99 percent confidence between organizational structure, information technology, organizational culture, human resources, training and retraining of staff and deployment of knowledge management in the municipality of Rasht city has a significant relationship. With 99% confidence we can say that the independent variables of organizational structure, information technology, organizational culture, human resources, training and retraining of workers, respectively (97/8), (93/7), (97/4), (96/6) and (93/3) percent of their dependent variable, knowledge management in Rasht city municipalities to foresee. Table 7 Results of Watson is shown on camera. Test statistic Durbin- Watson obtained is for the model 1/713. If the Durbin - Watson between 5/1 to 5/2, and assuming H_0 cannot be rejected; assuming no correlation between errors in the model is acceptable. So in this case, the lack of correlation between errors in the model is confirmed. Also in Table 3 Results of ANOVA test are shown. The results of the ANOVA test research hypotheses are confirmed, indicating that the SIG on the test, 0/000 is considered alpha smaller than the 0/05. The results of the multivariate regression method have been brought to ENTER. The desired test data have been analyzed.

Table 3 Results of multivariate regression

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.992 ^a	.984	.984	.14042	1.713	
a. Predictors: (Constant) ,Organizational structure, training and retraining, information technology, human resources, organizational culture						
b. Dependent Variable: KM Establishment						
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	471.967	5	94.393	4.787E3	.000 ^a
	Residual	7.532	382	.020		
	Total	479.499	387			
a. Predictors: (Constant), Organizational structure, training and retraining, information technology, human resources, organizational culture						
b. Dependent Variable: KM Establishment						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.110	.040		2.713	.007
	information technology	-.096	.045	-.076	-2.106	.001
	organizational culture	.574	.055	.566	10.349	.000

	human resources	.038	.050	.041	.766	.000
	training and retraining	-.159	.041	-.148	-3.875	.000
	Organizational structure	.604	.059	.610	10.255	.000
a. Dependent Variable: KM Establishment						

Results of multivariate regression in Table 3 indicate that all hypotheses are accepted. The Information Technology achieved sig for variable 0/001 that of the desired alpha 0/05 is smaller so we can say with 95 percent confidence that the independent variables on information technology to knowledge management in Rasht city municipalities are affected. 1% change in the variable information 93/7 percent of the dependent variable and independent variables can explain a 1% improvement in 93/7 percent to improve knowledge management in the organization. And changing organizational culture according to the sig is clear that knowledge management has an effect on the rate. And 1 percent change in organizational culture between the 97/4% of knowledge management in the organization change. Variables of human resources, education and training, organizational structure according to the obtained sig for all of them equal to 0/000 is achieved by specifying the desired alpha, 0/05 is less so we can say with 95 percent certainty that these factors can vary dependent on knowledge management in the municipality of Rasht city influence. And a percentage change in the variables of human resources, education and training, organizational structure, respectively, can (96/6) and (93/3) and (97/8) of their knowledge management in organizations intended to change.

9. Conclusion

Research has shown that successful organizations productivity, profitability, rapid response to customer requirements, reduce costs and ultimately the quality of that investment firms, have more machinery and manpower. As Peter Drucker [14] says, the successful organizations are those that have more manpower available knowledge and the manpower to overcome the competitive environment and Variable business use. In this study the factors affecting the deployment of knowledge management in the city of Rasht City were studied. Results of descriptive statistics showed that none of the factors affecting the organization, knowledge management and did not mean expected All variables are averages of the mean average of the 3 lower and this means that The organization of knowledge management tools in new ways is not much use to practice and Most organizations tend to do things the traditional way. And the results of inferential statistical tests showed that all independent variables on the dependent variable affect. Especially the results of the Pearson correlation coefficient showed that the variables of organizational structure, information technology, organizational culture, human resources, training and retraining of staff and knowledge management in the municipality of Rasht city has a significant relationship. With 99% confidence we can say that the independent variables of organizational structure, information technology, organizational culture, human resources, training and retraining of workers, respectively (97/8), (93/7), (97/4), (96/6) and (93/3) percent of their dependent variable, knowledge management in Rasht city municipalities to foresee. And the results of multiple regression test showed that all independent variables, organizational structure, information technology, organizational culture, human resources, training and retraining of employees dependent on knowledge management in the city of Rasht affect municipalities. According to the results the following recommendations can be made include:

- using technological tools such as collaboration tools, knowledge bases, document management systems and intelligent systems and the like
- Knowledge management system tailored to the needs of users and staff
- Sharing of staff and without fear of prosecution and punishment of mistakes being made

- Establishing appropriate systems for the question to employees and respect their views, comments and staff involved in decisions
- Staff training to improve skills such as thinking, problem solving, communication network established between the staff and team formation

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